

UNITED STATES OF AMERICA
POSTAL REGULATORY COMMISSION
WASHINGTON, D.C. 20268-0001

Annual Compliance Report, 2020

Docket No. ACR2020

CHAIRMAN'S INFORMATION REQUEST NO. 22

(Issued March 2, 2021)

To clarify the Postal Service's FY 2020 Annual Performance Report (*FY 2020 Report*) and FY 2021 Annual Performance Plan (*FY 2021 Plan*),¹ the Postal Service is requested to provide written responses to the following requests. Answers should be provided to individual requests as soon as they are developed, but no later than March 9, 2021.

Customer Experience

1. A successful overall Customer Experience (CX) program has a measurable impact on an organization's results and fulfillment of its mission. Please describe each CX program or initiative that has had a measurable impact on CX survey results and helped the Postal Service fulfill its mission. In the response, please explain how each CX program or initiative had a measurable impact on CX survey results and helped the Postal Service fulfill its mission. If available, please provide quantitative support for the explanations and identify the metric(s) used.
2. Voice of the Customer (VoC) platforms capture, analyze, and report on all customer feedback associated with an organization, such as expectations, likes,

¹ The *FY 2020 Report* and *FY 2021 Plan* are included in the Postal Service's FY 2020 *Annual Report to Congress*, which the Postal Service filed with the FY 2020 *Annual Compliance Report*. See Library Reference USPS-FY20-17, December 29, 2020, file "FY2020.Annual.Report.USPS.FY20.17.pdf," at 31-57 (*FY 2020 Annual Report*).

and dislikes.² An effective VoC platform can manage multiple customer surveys and can trigger follow-up surveys based on responses provided to further explore specific issues.

- a. Please explain whether and how the Postal Service uses a VoC platform to capture, analyze, and report on customer feedback. In the response, please:
 - i. Describe the VoC platform and explain how it manages the Postal Service's CX surveys. If the Postal Service uses the VoC platform from an outside company, please provide the company name.
 - ii. Explain whether and how the VoC platform triggers follow-up surveys based on responses provided to CX survey questions. In the response, please identify each CX survey question that triggers follow-up surveys, and provide copies of the follow-up surveys.
- b. If the Postal Service does not use a VoC platform:
 - i. Please describe the platform the Postal Service uses for managing the CX surveys.
 - ii. Please explain whether the Postal Service has considered using a VoC platform and why the Postal Service is not using this platform. If the Postal Service has not considered using a VoC platform, please explain why not.

² GetFeedback by SurveyMonkey, *How to Run a Successful Voice of the Customer (VoC) Program*, available at: <https://www.getfeedback.com/resources/voice-of-the-customer/how-to-run-a-successful-voice-of-the-customer-voc-program/>.

3. The CX Composite Index performance indicator result is calculated by multiplying CX survey results with their respective weights. *FY 2020 Annual Report* at 36-37. The *FY 2020 Report* provides the weights for each customer survey. *Id.* at 37. Please explain how the Postal Service determined the weight for each CX survey. In the response, please describe factors or criteria the Postal Service considered when determining the weight for each survey and explain why the surveys are weighted differently.
4. FY 2020 CX survey results run the gamut from 40.05 for the C360 survey to 97.33 for the Business Service Network (BSN) survey. *See id.* Please explain why the results vary significantly across the CX surveys. In the response, please explain in detail the specific reasons for substantially lower scores on the C360 and Customer Care Center surveys, as well as the relatively higher scores on the BSN and Business Mail Entry Unit surveys.
5. The following requests concern the Net Promoter Score (NPS) question, which asks customers how likely they are to recommend the Postal Service to friends or family.³
 - a. For each CX survey, please identify the NPS question and provide the FY 2020 NPS result for that question.
 - b. Please provide NPS question results for FY 2020, Quarter 4; FY 2021, Quarter 1; and FY 2021, Quarter 2 to date. If the Postal Service cannot provide these data, please explain why.

³ United States Postal Service, Office of Inspector General, Report No. RARC-WP-18-003, *Delivering the Best Customer Experience*, December 13, 2017, at 3.

6. Please explain the connection between CX survey results and Postal Service organizational results, such as revenue generation, contribution, and customer retention.⁴ In the response, please explain whether and how CX survey results impacted Postal Service organizational results, and vice versa. If available, please provide quantitative support for the explanations and identify the metric(s) used.
7. In Docket No. ACR2019, the Postal Service stated that it does not measure customer confidence or trust because “[i]t is industry best practice to measure customer satisfaction.”⁵ Please explain whether and how the Postal Service has reconsidered its position regarding the measurement of customer confidence or trust. If the Postal Service’s position has not changed, please explain why.
8. During the summer of FY 2020, the Postal Service implemented several operational changes, including an organizational restructuring, elimination of late and extra trips to transport mail, and expedited street afternoon sortation.⁶
 - a. Please explain whether and how the Postal Service measured the impact of these operational changes on customer experience. If the Postal Service measured this impact:
 - i. Please identify the applicable questions on the CX surveys measuring the impact of the operational changes on customer experience.

⁴ For example, the Postal Service could explain how high CX survey results are linked to higher customer retention.

⁵ Docket No. ACR2019, Responses of the United States Postal Service to Questions 1-4 of Chairman's Information Request No. 22, March 26, 2020, question 4.b.

⁶ United States Postal Service, Office of Inspector General, Report No. 20-292-R21, Operational Changes to Mail Delivery, October 19, 2020, at 2.

- ii. Please describe any customer satisfaction or trust issues identified by survey responses as caused by the operational changes.
 - iii. Please explain whether and how the Postal Service deployed other customer surveys or measures of customer sentiment to investigate how the operational changes affected customer experience. If the Postal Service did not deploy other customer surveys or measures of customer sentiment to conduct this investigation, please explain why.
 - iv. Please explain how the operational changes impacted FY 2020 CX results.
 - v. Please provide CX survey results or other measurable data for the time periods before and after the operational changes were implemented.
 - b. If the Postal Service did not measure the impact of the operational changes on customer experience, please explain why.
9. Please explain whether and how the Postal Service provided notice and information about the operational changes to customers and Postal Service stakeholders. In the response, please explain how the Postal Service provided notice and information about these changes specifically to customers who vote by mail or send or receive prescription drugs using the mail.
10. Please explain whether and how the Postal Service measures customer satisfaction with the ability to contact Postal Service representatives to resolve concerns such as those related to operations, service, payment, and business practices. In the response, please identify the applicable CX survey questions and provide CX survey results, customer sentiment data, or other data for the time periods before and after the Postal Service organizational restructuring. If

the Postal Service does not measure customer satisfaction with the ability to contact Postal Service representatives to resolve concerns, please explain why.

11. Some customer surveys ask customized follow-up questions after customers complete the initial survey to facilitate better customer engagement and obtain targeted feedback from customers regarding specific products and services. Please explain whether and how the Postal Service asks follow-up questions after customers complete the CX surveys. In the response, please provide the follow-up questions and explain when the Postal Service would ask them. If the Postal Service does not ask any follow-up questions after customers complete the CX surveys, please explain why.

Strategic Initiatives

12. In Docket No. ACR2019, the Postal Service filed FY 2020 performance measures and targets for the strategic initiatives.⁷ Please provide the FY 2020 result for each performance measure provided in Library Reference USPS-FY19-NP37.
13. Please explain whether the Postal Service will continue to use the performance measures provided in Library Reference USPS-FY19-NP37 to track performance of strategic initiatives in FY 2021. If applicable, please provide an updated library reference listing FY 2021 performance measures and targets for the strategic initiatives.

⁷ Docket No. ACR2019, Library Reference USPS-FY19-NP37, February 3, 2020, question 1.d.

High-Quality Service

14. Please identify what percentage of the Postal Service's Market Dominant and Competitive mail volumes that travel all or in part by air is identified as "firm contract capacity" versus "as available capacity." In the response, please disaggregate the data between Market Dominant and Competitive products.
15. Please identify what percentage of the Postal Service's Market Dominant and Competitive mail volumes that travel all or in part by ground is identified as "firm contract capacity" versus "as available capacity." In the response, please disaggregate the data between Market Dominant and Competitive products.
16. The Postal Service states that, due to the COVID-19 pandemic, "employee availability affected the Postal Service's ability to deliver mail," that "at its peak the lack of sufficient delivery employees impacted over 735,000 deliveries," and that "[o]n many days, more than 200,000 deliveries were affected." *FY 2020 Annual Report* at 35.
 - a. Please refer to the Postal Service's graph listing "Employee Availability National" provided in its response to Commission Information Request No. 1, question 1.b.⁸ Please provide an updated table that disaggregates the data by work responsibility of employee (e.g., delivery, processing, retail).
 - b. Please identify the days in FY 2020, and thus far in FY 2021, on which more than 200,000 deliveries were affected because of a lack of employee availability.
17. The Postal Service states that "imposed shelter-in-place orders prevented normal retail operations" and that this change in retail operations led "to a decrease in overall service performance." *FY 2020 Annual Report* at 35.

⁸ Responses of the United States Postal Service to Questions 1-21 of Commission Information Request No. 1, January 15, 2021, question 1.b. (Response to CIR No. 1).

- a. Considering that service performance is measured from the time a mailpiece is accepted for mailing, please describe how the change in normal retail operations that was caused by the COVID-19 pandemic impacted service performance.
 - b. For each impact identified in response to question 17.a., please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please explain why it is unavailable and provide qualitative analysis in support of the identified impact.
- 18. In response to a Chairman's Information Request (CHIR) in Docket No. ACR2019, the Postal Service discussed its Continuity of Operations (COOP) plan, which was used in cases of severe weather events and industrial accidents.⁹ According to the Postal Service, the COOP plan focuses on the ability to redirect mail and transportation when an individual processing facility cannot be used, and includes the preparation of alternate reporting sites for employees, the identification of offload sites for mail processing, and specific procedures to maintain critical operations in the face of an emergency. *Id.*
 - a. Please describe whether the COOP plan was utilized in response to the COVID-19 pandemic. If the COOP plan was utilized in response to the COVID-19 pandemic:
 - i. Please identify which facilities utilized the COOP plan and the corresponding dates that the COOP plan was utilized by each identified facility.
 - ii. Please describe the impacts that the COOP plan had on mail processing and delivery in the affected facilities. For each impact

⁹ Docket No. ACR2019, Responses of the United States Postal Service to Questions 1-7 of Chairman's Information Request No. 10, February 11, 2020, question 1.b.

identified, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please explain why it is unavailable and provide qualitative analysis in support of the identified impact.

- iii. The Postal Service states that during FY 2020, “there were facilities that experienced employee availability rates below 50 percent at times.” Response to CIR No. 1, question 1.b. Please explain whether and how the Postal Service utilized the COOP plan in response to this decrease in employee availability at these facilities. If the Postal Service did not utilize the COOP plan in response to the decrease in employee availability, please explain why.

- b. If the COOP plan was not utilized in response to the COVID-19 pandemic, please explain why.

19. The Postal Service states that “[s]cheduling and planning were impacted by the need to adhere to new CDC social distancing policy and guidelines.”¹⁰

- a. Please describe how social distancing was implemented in the Postal Service’s processing and distribution facilities.
- b. Please describe the impacts that social distancing had on operations at the Postal Service’s processing and distribution facilities. For each impact identified, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please explain why it is unavailable and provide qualitative analysis in support of the identified impact.

¹⁰ Responses of the United States Postal Service to Questions 1-11 of Chairman’s Information Request No. 15, February 18, 2021, question 1.a. (Response to CHIR No. 15).

20. The Postal Service states that “[p]revious experiments with composite scores have revealed them to confer an array of benefits: they enable the Postal Service to concentrate its focus, streamline reporting, and avoid overemphasizing some indicators at the expense of others.”¹¹ Please describe in detail the Postal Service’s past experience with using composite scores as well as the “previous experiments” undertaken with regard to composite scores and explain in detail how using composite scores has resulted in the benefits described.
21. In Response to CHIR No. 15, question 10.b., the Postal Service states that “the Competitive Service Targets for FY2021 have not been finalized.” However, in its non-public materials, the Postal Service identifies the FY 2021 target for the Competitive Products Composite.¹²
- a. Please confirm the Competitive Products Composite target for FY 2021.
 - b. Please describe whether and how the Postal Service has factored the impact of the COVID-19 pandemic, including the increased package volume, into this FY 2021 target.
22. Please see the Postal Service’s response to CHIR No. 10, question 5,¹³ involving network disruptions. Please describe the interaction between the network disruptions listed in this response and the COVID-19 pandemic.
23. Please refer to the Postal Service’s table listing “FY 2020-FY 2021 Targets and FY 2017–FY 2020 Actuals for Corporate-wide Performance Outcomes” on page 33 of the *FY 2020 Annual Report*, as well as the Postal Service’s Response to

¹¹ Reply Comments of the United States Postal Service, February 12, 2021, at 14.

¹² Library Reference USPS-FY20-NP30, December 29, 2020, folder “USPS-FY20-NP30,” file “NONPUBLIC Preface USPS-FY20-NP30.pdf,” at 4.

¹³ Responses of the United States Postal Service to Questions 1-6 of Chairman’s Information Request No. 10, February 11, 2021, question 5 (Response to CHIR No. 10).

CHIR No. 10, question 4. Please provide an updated table that includes High-Quality Service results disaggregated by each FY 2020 fiscal quarter.

24. The Postal Service states that “extraordinary measures to ensure Election Mail is prioritized and delivered on-time have been instituted[,]” including “expedited handling of all election mail irrespective of mail class or postage paid, extra deliveries when needed and special pickups to deliver blank ballots to voters or completed ballots to boards of elections.” *FY 2020 Annual Report* at 36.
- a. Please describe the impacts of these extraordinary measures on the High-Quality Service results of the other, non-Election mail. For each impact identified, please provide quantitative support and identify the metric(s) used. If quantitative support is unavailable for an identified impact, please explain why it is unavailable and provide qualitative analysis in support of the identified impact.
 - b. Please describe how the Postal Service intends to factor these extraordinary measures into its High-Quality Service targets for FY 2021.

By the Chairman.

Michael Kubayanda